

## **Minutes of the Human Resources Committee**

**Tuesday, December 9, 2014**

Chair Zimmermann called the meeting to order at 1:00 p.m.

**Present:** Supervisors Dave Zimmermann, Jennifer Grant, Bill Mitchell, Jeremy Walz, Mike Crowley, Christine Howard, and Larry Nelson.

**Also Present:** Chief of Staff Mark Mader, Administration Director Norm Cummings, Human Resources Manager Jim Richter, Budget Manager Linda Witkowski, and Training Coordinator Deb Kneser. Recorded by Mary Pedersen, County Board Office.

### **Approve Minutes of 10-21-14**

**MOTION:** Howard moved, second by Crowley to approve the minutes of October 21. Motion carried 7-0.

### **Chair's Executive Committee Report of 11-25-14**

Zimmermann advised the Executive Committee, at their last meeting, approved six appointments which have since been approved by the full County Board.

### **Schedule Next Meeting Date**

- January 20

### **Ordinance 169-O-092: Approve 2015 Salary And Benefit Modifications For Non-Represented Employees**

Richter and Cummings were present to discuss this ordinance which authorizes a 1.1% across-the-board (ATB) wage increase for all non-represented County employees effective December 27, 2014. This would include all employees except elected officials, seasonal employees and those represented by the Wisconsin Professional Police Association. The fiscal impact of these changes are estimated at \$877,000. The ATB will affect approximately 1,211 full-time equivalent (FTE) budgeted regular full- and part-time positions and some temporary staff with similar classifications.

Richter said to continue the expansion of the Pay for Performance Program, some positions will move from step to open salary ranges. This provision is not anticipated to have a fiscal impact during 2015 since affected employees' salary levels overlap with their new ranges. However, this provision is anticipated to result in longer-term, multi-year cost savings as positions move to the open system where they progress through their salary ranges annually with modest, performance-based pay adjustments. This provision will affect approximately 126 FTE budgeted positions.

Richter noted this ordinance implements a policy whereby certain line staff (i.e., patrol, parks maintenance, and expo workers) receive a temporary one-step salary increase, or two percent if at the top of their range, when they perform lead work in the absence of their supervisor in the role of acting crew leader, acting park foreman and acting lead expo worker. This provision is anticipated to have a minimal fiscal impact since it replaces a more costly practice previously required under collective bargaining.

The County's actuary estimates an additional \$140,000 of first-year savings due to employee utilization of the new Waukesha Employee Health and Wellness Center. These savings are not included with this fiscal analysis since it was previously authorized.

Richter indicated the estimated net fiscal impact of this ordinance is \$207,000 and equals approximately a 0.2% salary increase. The 2015 budget has sufficient funding for these changes and this ordinance results in no additional tax levy impact. Cummings noted about 25% of wages paid come from outside revenues.

Richter distributed copies of "Summary of Waukesha County Salary Adjustments and Private Sector Survey." Four consulting/human resources firms are reporting average wage increases of 1.78, 2.1, 2.3, and 2.1 in 2015 in both the public and private sectors. Also documented in the handout, merit increases and non-base performance awards for Waukesha County are also less than those being offered by other public and private entities (estimated). Similar data was reported for 2014.

Richter advised this ordinance authorizes a number of changes to the County's health plans for active employees resulting in approximately \$670,000 of cost savings. Richter noted since 2000 there have been more than 30 plan adjustments aimed at reducing County costs. As outlined in his handout titled "5-Year Summary of Waukesha County Health Plan Cost Changes by Percentage – Total Cost, County Cost, and Employee Cost" the five-year (2011-2015) average rate increase for the County for the Health Savings Health Plan is 4.59% and 3.57% for the Choice Plus Health Plan. For the employee these increases average 4.59% and 17.43% respectively. Efforts are made whenever possible to keep costs down for the County and the employee but typically any cost increase is shifted to the employee. Richter briefly explained the County actuary's role in keeping costs down whereby he touched on prescription drug co-pays and the "Cadillac tax" as examples.

Cummings said they had hoped to give a 1.5% increase like last year but the proposed 1.1% increase is due to a tight budget. He indicated we are competing with other businesses and therefore, increases are necessary. Brown County went without increases for too many years and they are losing employees. Usually your best employees leave in those situations.

MOTION: Crowley moved, second by Nelson to approve Ordinance 169-O-092. Motion carried 6-1. Grant voted no.

### **Educational Presentation on Employee Training and Development Programs**

Richter distributed information on the County's various training and development programs available at all employee levels either onsite, offsite, or online. Kneser explained these programs which include the Mentoring Program, Management University, Leadership Express, Microsoft tools (Word, Excel, PowerPoint, SharePoint), the Tuition Assistance Program, new employee orientation and general employee training, lean process improvement programs, the training library, etc.

Zimmermann complimented the training materials and said he is a huge advocate of lean initiatives. He has seen the successes when applied well and the employee satisfaction of being a part of that process. Zimmermann encouraged staff to continue these efforts. Richter and Kneser concurred.

**Educational Presentation on the Job Sharing Program**

Richter distributed copies of the Letter of Agreement for non-represented employees which must be signed by all job sharing participants. He said this program, in which two people choose to share one job, is fading away. It is not highly utilized with about six employees currently. Richter explained the agreement in detail as outlined in the agreement. Most job sharing participants have been social workers. It works in unique situations of which Richter gave examples.

MOTION: Mitchell moved, second by Walz to adjourn at 2:08 p.m. Motion carried 7-0.

Respectfully submitted,

Jennifer Grant  
Secretary